

Professional networking for a better career

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<p>Abstract</p> <p>Finding a job as a recent graduate can be challenging in the best of circumstances. During job search, networking is a key element for professional success. A solid and extensive network provides with an overview of trends, as well as information on new job prospects. Social networks facilitate the maintenance of relationships and allow to make new acquaintances, therefore new contacts.</p> <p>This research mainly aims to study the effect of networking skills in getting a better career and demonstrate how sometimes it can be a more efficient factor than competence itself. The following questions were addressed in the study.</p> <ul style="list-style-type: none"> • What are the key behaviors to make networking an effective asset towards career development? • How can early career employees and job seekers develop a professional network that can help their professional life improve? <p>The research generated qualitative and quantitative data with one method (survey). The number of respondents were from two categories (job seekers and recruiters) answered different surveys, the first survey got 65 respondents which mainly generated quantitative data, and the second generated qualitative data with 3 answers from 3 recruiters.</p> <p>The analyzed results help understand the effectiveness of networking in improving careers and offering more opportunities to job seekers. The results indicate that networking helps pre-select and ease the hiring method for recruiters.</p> <p>The paper also discussed that the job seekers have many areas to develop to use networking better and stated some of the good practices and challenges that face a person towards a better network.</p>		
Keywords/tags (subjects) Networking, Professional network, Promotion, recruitment		

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1 Introduction

“your network is your net worth” -Porter Gale-

Corresponding the Porter Gale (2013), around 80% of available jobs are never advertised), and more than half of all employees get their jobs through networking.

The most important component of a successful job search is your network, consisting of friends, family, neighbors, acquaintances, teachers, and coworkers...

This statistic shows clearly how important networking is. Competence and knowledge alone will rarely get anyone so far and to head of hierarchy, and networking seems to be a strong ignored tool to achieve better professional results. So, though this research I want to emphasize the importance of networking and to learn the right key behaviors to achieve the maximum benefit out of it.

1.1 Research motivation and scope

University graduates finish school with a degree in their hands and eagerness for the career they want to shape. But in the career building process, having that career started sometimes doesn't go as well as planned. The quantity of data existing to higher education sector exceeds their utilization opportunities. And to cover the breach between education and industry. Higher education graduates are expected to grow an amount of qualities required for building up their ability in embracing change and making career decisions.

Evolving such a career-readiness necessities a constant and progressive development of professional habits such as networking.

Everyone, without knowing it, does networking, builds a network. The basis of a professional or entrepreneurial network begins with its private circle of friends, acquaintances, colleagues etc. People you meet in your daily life or by practicing a sporting, associative activity etc. These contacts are the basis of a network on which you will develop your web. How to make it grow and evolve? By accepting invitations to events, chatting with participants to establish new links, intelligently distributing your business card, etc.

During my years in University job hunting was a parallel work to do besides studying. I assisted to many seminars where I met lots of ceos and recruiters and we exchanged contact and some I could not even talk to even though I wanted to. So much potential around me but what to do and how to do it the right way, and how to keep it going after exchange of contact and how to do my moves to achieve what I want. Questions will be answered in this research to get a view on how the knowhow could be a huge factor that could provide a better career potential for graduate students.

The research does not only focus on but on the professional career in general from the start. Networking is a tool that should be used from time in university to retirement, and in any sector. The population is this research will be graduate students and students who are working or have worked to get a statistical data on what is the most effective method was used to get their jobs.

1.2 Research objectives and questions

Networking has been always a strong way to establish professional relations based on trust and common interest. In some countries, Network is the number one to method choose people for jobs.

JAMK students as considered as international students come from different backgrounds and work cultures can see the matter in different way depending on their target. For students who want international careers, networking is a crucial factor to make international business. Although, students don't bother to learn the ways to do it or ignore its importance for the sake of competence.

The overall aim of this study is to get a data from employers and employees or job seekers on the way networking is used to hire or look for jobs. And its effectiveness.

Research questions are as following:

- What are the key behaviors to make networking an effective asset towards career development?
- How can early career employees and job seekers get a professional network that can help their professional life improve?

2 Literature review

"Networking is finding, developing and nurturing relationships that mutually move people forward through life." Burris.T., (2013)

2.1 Concept and practice of networking

Job seekers and employees both know the high competitiveness and the challenging environment which undergoes important changes. Hiring goes through new trends on a daily basis. Despite the evolvement of fundamentals of the industry, the networking being essential for hiring is the one thing that stays still. (Berau, 2020)

In last years, digital networking platforms like Facebook and linkedin have changed the approach of professionals in building their networks "as Sree Sreenivasan stated in New

York Times (2019)". Job seekers seem to be feeling more confident connecting digitally than going to a space full of strangers.

Everybody in the business world (recruiters, professionals and business owners) recognize that an established network is the way to success. It is a strong tool that eases much sides of the job seeking (Harvard business review, 2019). Connecting individuals with mostly employers is not the only use for recruiters' own network, but also to, to help ease networking chances for their job searchers. (Nikitkov & Sainty, 2014) It is significant to know that a big amount of opened positions is not officially publicized (Adler, 2013). The recruiter's role is to match the best candidate with the job using his network. In some cases, that might also mean that professional recruiters do the talent identification for profitable hiring and make tentative enquiries to know their interest in getting a new job. (Dobos, 2017)

The practice of adjusting those tools needed for recruiting efficiency is what networking is and has now limitation on social networking using traditional ways of networking are effective still nowadays.

Recruiters should benefit from of all network-building chances given to them to hire the best candidates for their clients or for themselves. Combining both online and offline or traditional networking is proven as an effective recruitment strategy. (Berau, 2020)

Not all recruiting strategies and networks are best for every industry, and that is important to recognize. Just like in a marketing campaign, deciding who is the target audience should be considered by recruiters. Recruiters and Employers must inspect the targeted candidates and plan for reaching them, and anticipating where will they be likely to search for their next jobs or connect with other professionals in their sector? (Mitrega & Forkmann & Ramos & Henneberg, 2012)

2.2 Six-degree separation theory

This theory was originally proposed by the Hungarian writer Frigyes Karinthy in 1930 from a tale called Chains. The idea according to this writer, is that the theory of six degrees of separation is built on the fact that the amount of people we know increases exponentially with the amount of relationships. (Ambrosini, Jenkins, Mowbray, 2015)

Thus, only a small number of links would be necessary so that the set of individuals that a person could know is equivalent to the entire population of the planet.

This theory must be based on numbers. This is the reason it has been establishing an average of individuals that each person could know. The theory of six degrees of separation says that, each individual in the world knows a hundred other people, whether it be friends, family, or work colleagues. Even if at first, we would have trouble listing a hundred people we know, it would be enough to take a quick glance at the friends list of any social network to see that it is not only possible but above all quite usual.

If each of the 100 people we know is related to 100 other people, the number would increase to 10,000 at the second link in the chain. In principle, we do not know the majority of these 10,000 people. However, asking our friends or family to introduce them to us would be relatively simple.

Obviously, the hypothesis also considers that none of the 100 people we know has any common relationships with the following 10,000. While this is not true in practice, consideration must also be given to the possibility that these people we know had access to more than 100 people. It would balance the situation.

Continuing with the different levels of the chain, we could see the number increase to 1,000,000 people. Then, in the next step, to 100,000,000. At the fifth level, we would

reach 10,000,000,000. And at the final level, the sixth, the 1,000,000,000,000 people. This number is greater than the total population of the planet. The relationships that the members of the chain have in common could therefore easily compensate each other. (Karinthy,1930)

This theory is extremely linked to the concept of networking. It is a professional and entrepreneurial practice based on the creation of a solid network of useful contacts. Furthermore, since it is a fairly effective way to find a job, networking is developing a lot among university students who want to integrate into the world of work. This is where the theory of six degrees of separation comes into play: it helps to establish interesting professional relationships.

Let's take an example of a receptionist at a hotel that knows the owner of the same establishment, which knows the owner of a more prestigious hotel, who in turn knows an important person in government. And that person knows the president. So, with only five connections, we went from a hotel receptionist to the president. Of course, relationships don't automatically have to be solid friendships. In most of the cases, this will not occur this way. However, this is not essential to be able to create a relationship.

Being able to relate to anyone in a seemingly simple way is incredibly useful for having professional opportunities.

2.3 Digital networks

Finding candidates could go through many channels such as, print and radio advertising, on internet, employee recommendation, open houses, job fairs and job boards, those are all aspects of the recruiting process. However, nowadays technology covers almost every facet of many industries, employers and recruiters have to embrace

social media.

It is not enough to just have followers and “Likes”. Recruiters want to interact with those they connect with to have their social media efforts maximized. Asking and answering questions, engaging in conversation for strong network building, and Expertise sharing through writing. (Nikitov & Sainty, 2014)

Linkedin

Arruda.Q. (2015), Social Branding Consultant and is the cofounder of Career Blast and author of Digital YOU said, “linkedin is quickly becoming your most important tool for advancing your career and marketing your skills. That’s because first impressions have gone digital: people are learning about you online before they ever shake your hand.”

Linkedin is now the world’s largest professional online platform. With 500 million users over the world, and the number is still increasing at a rate of two new members each second.

The professional networking site in the recent years has become a detailed, customized and, if optimized properly, will be an incredible influence asset for a user’s career.

Fundamentally the platform is compresses CV, cover letter, references document, contact database and content platform and should be considered as a personal branding priority for all those searching and build significant relationships during their job search.

Therefore, linkedin must be considered a strong extension of a user’s CV and his profile page must be well made and edited on regularly.

Xing

Xing is a social network of German origin. It has hardly developed outside its original borders, except in Spain following takeovers of local networks and in Turkey. Xing has 15 million profiles, more than 50% of which are in German-speaking countries. Xing is the third professional social network after linkedin and Viadeo. Xing is a platform for employment, for the development of partnerships and its activity. The platform has over 50,000 existing groups. Outside of Germany, many events are organized by local members. Using Xing a user can find a job, providers, develop a project, meet people in his sector, creating a digital CV and there are many specialized discussion groups. (Däumler & Hotze, 2017)

2.4 Professional networking organizations (FYP, Onnivators)

Many organizations, associations and individuals can put individuals in touch with other people who are active in the same field. In some cases, these are groups that meet regularly to exchange information and resources. Members can make personal contact lists at work, taking part in social activities, and so on.

FYP

(Finland Young Professionals), which is a non-profit independent organization to connect young professionals from different big companies and gathers normally from 300 to 400 participants depending on the nature of the event.

Today there are 20 networks in the organization. That means more than 3000 highly educated members, with a big will to network, make and propose ideas, socialize, and grow their professional skills.

Onnivators

ONNIVATORS is an international, business oriented, nonprofit organization based in Finland, that offers a forum for private businesses, public sector organizations, as well as the ambitious foreign and Finnish professionals. Their vision is through being a key partner to the stakeholders of the Finnish innovation ecosystem, be a game-changer in the international talent attraction. And their mission is to make an ecosystem where enterprises and top-level talent gather to cultivate mutual development and stand-in economic sustainability for private people, enterprises and the public sector.

The organization ensures that enterprises find the fittest person for the work by offering face-to-face chances with the professionals. They also help foreign jobseekers point and articulate their individual selling points to Finnish employers and to provide them the opportunity to enlarge their Finnish business network.

ONNIVATORS' have many goals in helping the professionals such as, Building and maintaining a wide and moving database of talents interested in chasing a career in Finland, developing a service portfolio which gets more value for enterprises, professionals and organizations and making sure of self-sustaining, nonstop operations. Founding and preserving long-term partnerships with key stakeholders of innovation ecosystem and private sector service providers. The Organization offers up a wide network that helps building and developing a career in Finland.

2.5 Networks and careers

2.5.1 Networks' role in recruitment

The recruiter will often use different means to fill a vacant position, starting, it is true, by soliciting his professional network. But recruiting requires a significant investment in time and money for the recruiter who is under pressure to choose the most

competent person, but also, and above all, the one who will integrate best within his team. (Ford & Mouzas, 2013)

Thus, once obtaining one or more applications recommended by his contacts, the recruiter will often post the job offer on a specialized site in order to be able to compare with the applications he already has hands. The recommendation by the professional network constitutes a guarantee for the employer who needs to recruit competent and reliable people. Consequently, regardless of the statistics mentioned at the outset concerning the 80% of hidden job offers (Gale, 2013), the professional network is nevertheless a considerable advantage for finding a job. In fact, recruiters generally use their professional network to receive recommendations. It's a way for employers to get pre-selected resumes, free, quickly and discreetly.

In concrete terms, networking is the ability to exchange ideas in order to build professional or trust relationships with new people. Two years ago, the Wall Street Journal revealed that 94% of people who had found a specific job actually succeeded in networking. Whether having recently entered the job market or are a member of the senior management of a company, it is a big advantage to interact with others. (Abu Khousa & Atif, 2017)

2.5.2 Networks and promotion and proceeding

Internal promotion can take place at any time in an employee's career. And can be used as a recognition of expertise, or as a means of retaining employees.

Internal promotion is not only less expensive than external recruitment, but internal promotion pushes employees to be even more efficient, more motivated and more mobilized.

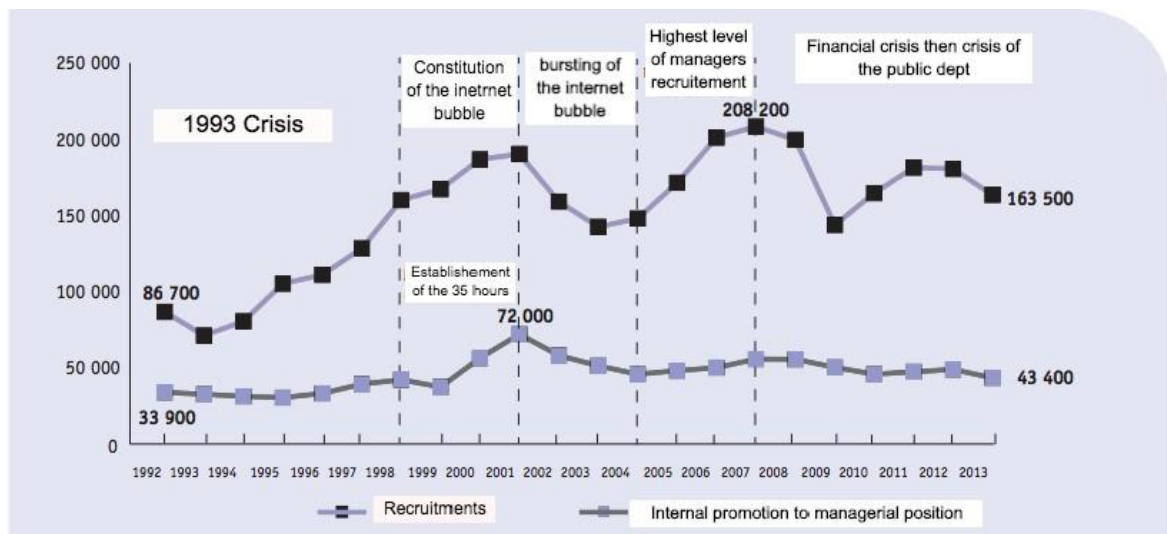


Figure 1. Hiring for managerial position over years

The use of internal promotion to managerial status varies widely depending on the sector of activity. Share of internal promotions in positions filled in 2013:

Banking and insurance	42%
Hotels, catering, leisure	39%
Miscellaneous business services	38%
Automotive, aeronautics and other transport equipment	30%
Specialized construction work	30%
Rubber, plastics	29%
Transport and logistics	28%
Activities of associative organizations	27%
Generalist distribution	26%
Specialized distribution	24%
Initial and in-service training	23%
Real estate	23%
Business-to-business	22%

Food industry	22%
Wood, paper, printing	22%
Energy, water, waste management	22 %
Industrial plants	21%
Mechanics, metallurgy	21%
Building, civil engineering and construction materials	21%
Chemistry and pharmaceutical industry	19%
Communication and media	19%
Legal and accounting activities, consulting and business management	19%
Health and social work	19%
Electrical equipment and electronics	17%
Furniture, textiles and other manufacturing industries	13%
Engineering and R&D	11%
IT and tele-communications activities	8%

Table 1. Proportion of internal promotion in 2013 (APEC)

According to APEC (2013), the highest of any sector. For example, in 1992, internal promotion represented 47% of the positions filled in the sector; in 2013, it still represented 42%. For other sectors, internal promotion to managerial status is part of company policy in terms of human re-source management and employee loyalty: this is the case, for example, of generalist distribution. In this sector, companies strongly favor the upward and functional professional mobility of their employees. The share of internal promotion to managerial status represented 26% of the positions filled in 2013 (compared to an average of 21% across all sectors of activity). Other sectors suffer from an attractiveness challenge when recruiting executives. Companies then search internally for the resources they need. This is the case, for example, of the hotel-

catering-leisure sector. 4 out of 10 management positions are filled via internal promotion, twice the average. The transport and logistics sectors and specialized construction works are also in this configuration. Three out of ten managerial positions were filled there through internal promotion in 2013. Companies in the wood-paper-printing industry and the food industry also use internal promotion quite frequently to managerial status. To compensate for their lack of attractiveness. Overall in the industry, recourse to the internal promotion of employees to managerial status is however less frequent. Opportunities to become an executive are in fact rarer, the managerial staff being fewer and concentrated in the managerial functions. Only the automotive-aeronautics-other transport equipment industry and the rubber-plastics sector are exceptional figures: in 2013, 30% and 29% of their management positions were filled through internal promotion, respectively. Usually their shares are around 20%. Exceptional in 2013, they were primarily the result of the decline in external hiring of executives in the two sectors. Share of internal promotions to managerial status in positions filled in 2013, in generalist distribution, 26% of managerial positions were filled by internal promotion of employees with managerial status.

However, it goes without saying that not all employees who can be promoted internally will necessarily do a better job than someone recruited from outside. The candidate must have the knowledge, skills, essential skills and other characteristics, and definitely a strong contacts and relationship with other employees and managers.

Such position necessitates a social person who can lead the employees and have the personality and the skills to maintain a good relationship with employees in order to give their best.

3 Methodology

The approach is the inductive method. It is for drawing general conclusions from individual premises. This is the most common scientific method, which is characterized by four basic steps: the observation and recording of all facts; the analysis and classification of facts; the inductive derivation of a generalization from facts; and verification. "The inductive method consists in concretely approaching the subject of interest and letting the facts suggest the important variables, the laws, and, possibly, the unifying theories "(Beaugrand, 1988, p. 8). Starting from particular observation, the inductive mode reconstructs the interpretative coherence of the interior." (Balslev and Saada-Robert, 2002).

It was chosen for the research as it suits the steps the researcher chose which are observation then analysis of answers got from the survey sent to both categories.

The strategy to collect data was the survey. It allows the researcher to get quantitative and qualitative data, which is suitable for this research regarding the group answering the data consists of recruiters and human resource workers, plus early students, graduated students, and early career professionals. The choice made was mixed methods. A choice is qualified as mixed when the researcher combines quantitative and qualitative data / methods in the same study (Johnson and Onwuegbuzie 2004). According to Creswell and Plano Clark (2006: 5) research by mixed methods is "a research design with philosophical assumptions as well as methods of inquiry.

As a methodology, it involves philosophical assumptions that guide the direction of the collection and analysis of data and the mixture of qualitative and quantitative data in a single study or series of studies. Its central premise is that the use of quantitative and qualitative approaches in combination provides a better understanding of research problems that either approach alone

Cross-sectional method allows the use of qualitative and quantitative. As well as, the data was collected in one period of time through a survey.

Data Collection

As mentioned above, a survey was be sent to two groups of people, they were categorized as recruiters (organization members who can hire) and job seekers (students, graduates, job seekers, workers who want to change their job for a better one).

The question as mentioned in the following part, are related to professional networking in the eye of recruiters and job seekers in order to understand the key behaviors leading into a mutual benefit of a job seeker marketing himself in the job market to let know recruiters about his competence to be hired.

3.1 Survey

The survey was conducted to generate both qualitative and quantitative data. There were two categories of study as mentioned above. The first consists of students, graduates (unemployed or workers) this category sample was chosen from different countries, Morocco, Finland, and France to try analyzing if the country of living would have had an impact on the responses. The questionnaire sent to this category was supposed to generate quantitative data, about how they feel about their professional network, and what methods they use to get hired, and how important professional networking is in their job seeking/ promotion process.

The second category were the recruiters in organizations. The survey sent to this category was meant to generate qualitative data. The type of answers expected from this category are about how they perceive networking, and how is it important and included in the hiring process. This category has 3 participants, one from Morocco, one

from France and on from Finland. The three of them were found through connections and considered recruiters in the companies where they work.

Survey for Category 1 (job seekers)

First and second questions' theme: Identifying the participants' gender and status of employment to get an insight on the sample of this study. To ensure a fair analysis of the phenomena the research needs various answers on these two questions.

Third and fourth questions' theme: know where the residency country of the participants and which country is they prefer to be employed in. The reason for this question is to know if there is cultural difference that create a difference in answers and outcomes.

Fifth question's theme: understand what is the most reliable method for participants to get a job, and what actions taken in Job hunting process? And What do they consider a good way for better opportunities? And to understand the rate of job seekers considering finding job through networking and connections.

Sixth question's theme: How do they prefer to professionally network? They are more of face-to-face or online networking? Which way most job seekers see efficient for them? Understand the strength of each of the methods when answering the questions that follow.

Seventh questions' theme: Knowing if they have had a job through networking? How many of the study group have had professional networking benefiting his career? Is networking a normal working method among job seekers to get work? Knowing the rate of the group who have had a job through networking.

Eighth and ninth questions' theme: Rating Satisfaction of their professional network, how do they feel in regards of their professional network? Understanding if the group thinks there is a need for improvement in that area to benefit its own career. As well as, identifying the size of their professional network and its quality.

Tenth question's theme: Understand the barriers stop them from having a social network that might enrich their career. What is the biggest factor that prevent them from networking?

Survey for Category 2 (recruiters)

First question's theme: Identifying the size of the company, knowing the number of employees. This data has helped in the analysis to understand the ratio of the numbers provided in other questions.

Second and third questions' theme: The estimation of the positions offered in the last 3 years, and how much among those were hired through networking and connections. Understanding the rate of the employees hired internally or externally through promotion. Do companies consider hiring through networking or not? Understanding if companies use of networking as dependable method to offer positions.

Fourth question's theme: What are the best ways to know a person to hire corresponding to them? What platforms they use to get in touch with other professionals? What way is dependable to them for screening potential recruits? Understanding the process, they follow and trust as a way to know the real qualities of a potential recruit.

Fifth questions' theme: What is the Primary method of hiring in their Organization? What methods companies follow primarily to announce jobs? What platforms do they use? Understand which ways companies go to find a match for an opened position.

Sixth question's theme: What key behaviors and characteristics you are looking for in a potential recruit through networking? What recruiters are looking for when attending professional networking venues or when using digital networking platforms.

Understand the qualities of a potential recruit and motivation behind hiring a person through networking.

4 Results and analysis

4.1 First category (job seekers)

This survey got 64 answers from a fair portion of males and females as shown below.

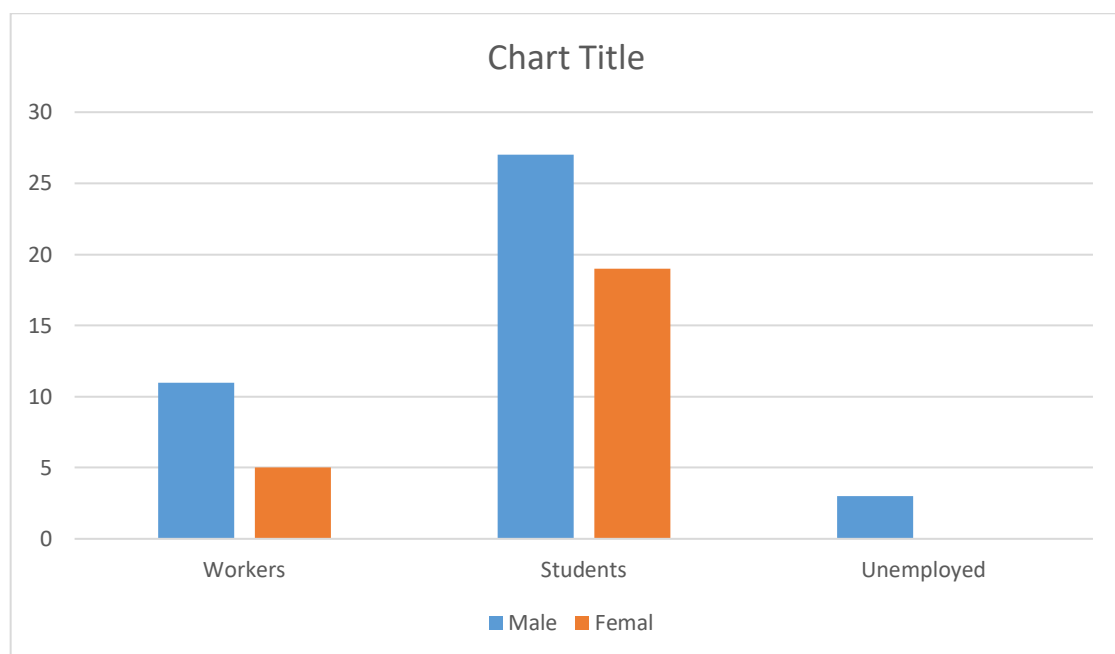


Figure 2 Participants' Gender and employment situation

The employment for the participants was mostly students with a rate of 71%, second comes the workers with 25%, then 5% unemployed.

The sample got was considered good for the research regarding the situation of the participants, which make them either on job market, already working, or early career professionals. That shows clearly in the 5th questions that this category has already been working, currently working or looking for jobs. As shown in the chart below. The Most reliable method for 62% of this category to look for a job is online application. Followed be Networking methods with relatively high portion of 38%. 23% considering the most reliable method are connections and another 15% for digital networking.

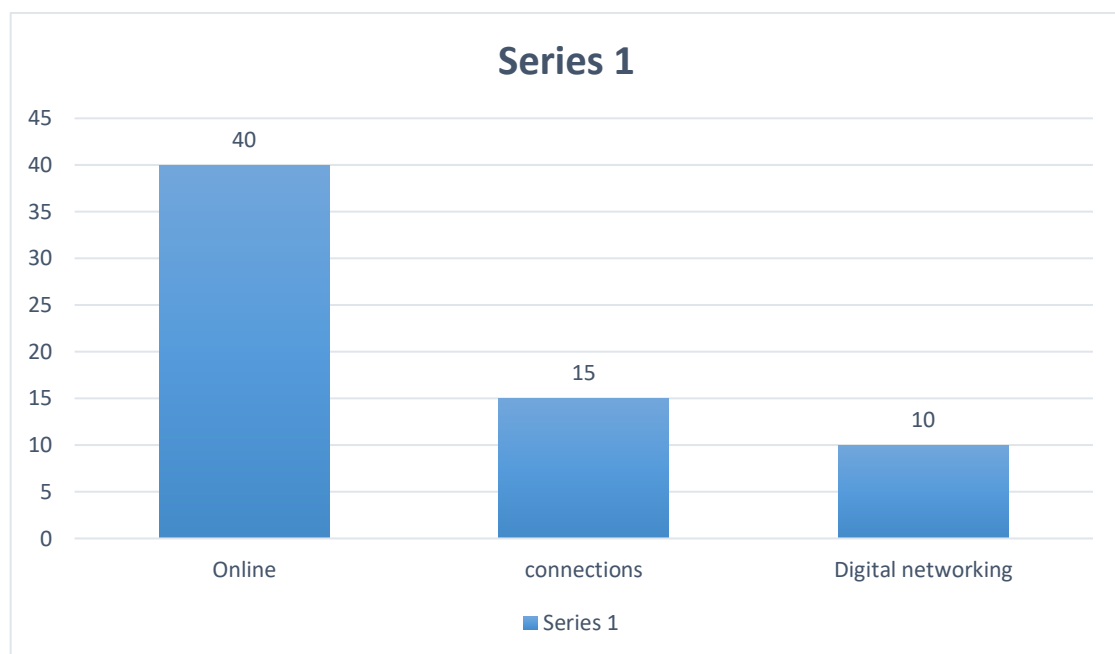


Figure 3 Most reliable job seeking method for participants

Viewing it by country 15 out of 5 in France have had work through networking, while in Finland 11 out of 6 have, and 5 out of 5 in Morocco. The obvious is that most of participants are familiar with the method of networking to get jobs and considering it an effective method as in general a significant amount of them used it for their benefit. The country of residence or employment did not change the fact that networking is an efficient tool. Which was proven in the seventh questions “Have you ever had a job

through networking?”, as shown below, 60% of this category have answered yes. The results were almost the same and being in different countries where economic situation and events held for networking and cultures are different did not affect the fact that networking is an efficient worldwide.

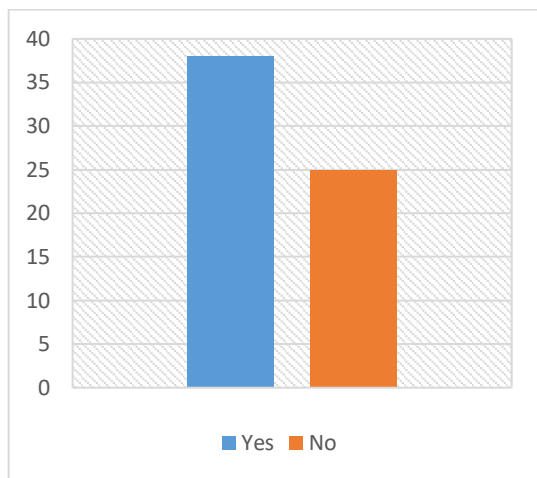


Figure 4 Participants who got jobs through networking

The ninth and eighth questions about satisfaction with size and quality of the professional network got quiet high satisfaction averages. The average of satisfaction with the size was 3.25 out of 5, while the satisfaction with quality was 3.4 out of 5. Finland residents had an average of 2.9 out of 5 satisfaction with the size and 3.3 with quality. France residents had 3.2 satisfaction with the size, and 3.3 with quality. In Morocco it was 3.6 for size and 3.7 for quality of the professional network. Another question was asked regarding the preferred way to professionally network. The results were also the same between participants except digitally which was a little bit less than other ways. In General, it seems that participants are using both digital platforms and face-to-face venues equally.

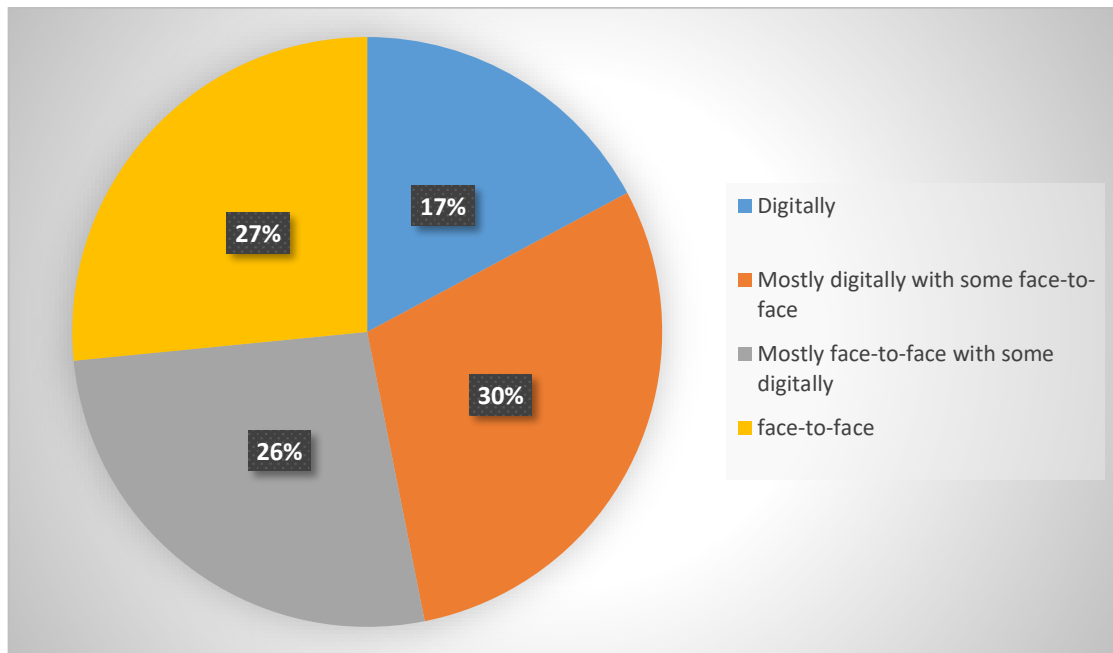


Figure 5 Preferred method to professionally network

The last question to this category was about the major barriers the participants in the survey face towards an efficient professional network. The answers below show clearly that participants are aware that there are barriers that stops them from having a better professional network and can be approved if those issues were fixed. The most common issues were presented for participants as multiple-choice questions. Except that 14 were satisfied with their professional networking ability. The others all have issues, issues of skills, and places where they can practice and get to have connections (lack of information), while few with issues related to personality features that find it hard to network.

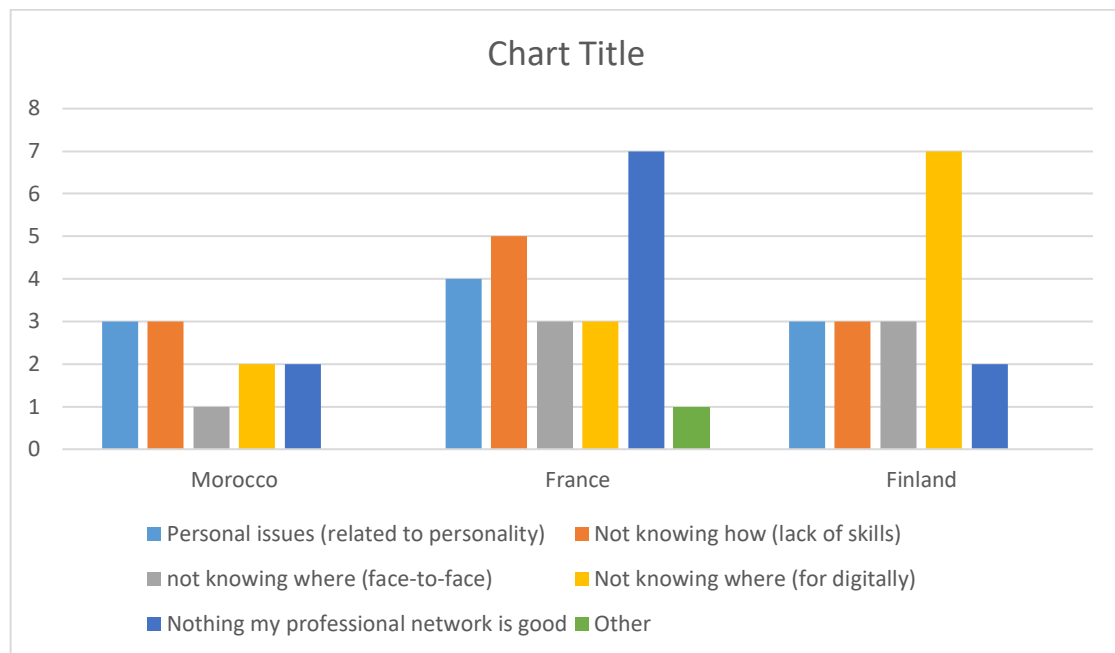


Figure 6 Barriers towards networking

The answers per countries were randomly similar, different job seekers from different countries, cultures, legal situations had same barriers towards a better professional network.

4.2 Second category (recruiters)

The recruiter's category's answers from different type of organization sizes and different countries are as follow.

	Recruiter 1 (Finland)	Recruiter 2 (France)	Recruiter 3 (Morocco)
In your opinion, what is the best way to know a person to hire	Watch him work see his personality	Interview and put in situation and work for an afternoon	Know him in a work field

meet your requirements?			
What is the common way used in your company to know a person is competent to have a position?	Past work experience	Interview and put in situation and work for an afternoon	Promotion
What is the common way used in your company to know a person is competent to have a position?	Personality, potential growth, motivation	Experience, growth potential, and motivation	Experience, personality, education.

Table 2 Recruiters answers

Recruiter 1 (Finland)

This recruiter's organization was big size company with more than 150 workers. A network line company that operates all around Finland.

This recruiter hired in the last 3 years 50 worker corresponding to his answers. And 1 of them was through connections.

The recruiter's hiring approach was different to the companies. The company is more of proof on paper screening before approving if a worker is eligible to be hired. While the recruiter sees that this method is not as effective as deep personal testing and observing the worker in situation and how he handles his job. The potential growth

and motivation were very important aspect for the recruiter than education, because as he said anybody can learn anything if they are motivated and willing to learn to the researcher while writing the answer.

The company hired over the last 3 years 3 workers through networking from 50 from normal job posting method. 6% through networking is a significant amount for a big size company with more than 150 employees.

Recruiter 2(France)

The French organization recruiter has less than 10 employees. The business is a startup that helps companies with their technical work. In the last 3 years the recruiter hired 9 workers, whereas 2 were through networking.

The three-hiring process as noticed is the same the recruiter considers as a good method for the company, that could come back to the fact that in startups and businesses with small number of employees have more opinion in the process of the company works and implement more than ideas than other higher ranked peoples' ideas. They have more creativity space and try new methods. There is some similarity with the Finnish recruiter but the second one doesn't get to try his method as the company is big and follows a certain method that forces it on the recruiters in the company.

The amount of hiring through networking is relatively high in this business (23%) of the personnel hired were through connections in the last 3 years.

For the last question, the recruiter expressed that the characteristics depend on the type of position offered. For instance, they look more for personality for sales and marketing than in programming. The research is business oriented made the recruiter answer in that frame which is any business-related position they have they look for

experience, growth potential, and motivations and key characteristics to get a position through networking, while following the normal recruiting method they use.

Recruiter 3(Morocco)

The company recruiter from Morocco hires on a managerial level. The company has more than 150 employees in total. The estimated jobs offered in last 3 years were 11 and 6 out of them were through networking and 5 out of those 6 were through promotion as the recruiter explained.

The answered were understandable as at a managerial level it is better to hire someone who is already familiar with the field and have experience, and also it is cheaper and cost less effort as the recruiter explained. The candidate is pre-selected and can go straight to the interview part and sometimes they don't even interview.

As promotion was the best way of recruiting it is also understandable from the recruiter to answer that the best way to know someone to hire is in the work place. The external hiring could be a little bit risky for such position and they need a person who is going to guarantee results. And have already relations are work and they consider them important as the recruiter said.

The key characteristics for a managerial level were necessary, a personality and experience in the field and educations are important for a manager to succeed.

Recruiting through networking didn't differ through the country as much as it changed depending on the nature of the business and the size of the organization. Networking was a valid method to hire on all these surveys presented to both categories.

5 Conclusion

The research objectives were to answer two main questions. What are the key behaviors to make networking an effective asset towards career development? And How can early career employees and job seekers get a professional network that can help their professional life improve?

The answers based on the results got and the literature are as follow:

And How can early career employees and job seekers get a professional network that can help their professional life improve?

The research conducted helped us more understand the effectiveness of professional networking in having a better career. The networking proved itself to be an effective tool for the sample to be hired as 60% of the sample have been hired through it. The literature review conducted in this research showed through many statistical data and qualitative data that networking can help improve a professional career. The statistics data from Lou Adler survey (2016) conducted to where 3000 participated reveals 85% of all jobs are filled via networking. That supports the reliability and validity of the research conducted and supports the results as well taken from the participants and the recruiters. Networking plays a big role corresponding to the recruiter as the person need to be known of his ability to perform and connect with the surrounding. A small business on the other hand as the one in French expressed through the survey that networking as well is a valid method to hire, followed by some steps to prove that the person is suitable for the job. The recruiters expressed how networking can suggest potential recruits, but still other measures are followed to prove that the person is right for the position. But at that point itself networking has given a way to be preselected. And that is how professional networking can benefit a person's career. The recruiters expressed in the survey that in the last three years all together they hired 12 out of 70

(17.5%) through networking. The number is high enough to consider networking a valid method and a tool that a person can use to have a better career.

What are the key behaviors to make networking an effective asset towards career development?

The key behaviors recruiters are looking for corresponding to the survey depends on the type of position they offer and type of organization they are. An early career professional or a job seeker will have to adapt to that fact and know his goals in order for the networking tool to be effective. For instance, a person wanting to be in a managerial position for sales or marketing will have to develop certain characteristics that are useful for that job in order to sell them through networking which depending on answers it is a very effective way of hiring, in such positions., and that can happen if the recruiter saw the key behaviors he is looking for which depends on what type of business and what position. Corresponding to recruiters from the survey, a sales recruiter (French recruiter) looks more for potential growth and motivation, while another recruiter (Moroccan one) recruits on a managerial level looks more for experience, personality and education which are the key behavior that a job seeker can show and sell in order to be preselected.

6 Practical implications

Networking have many practices and techniques and challenges and a tool to master to be on a networker's benefit. This chapter will show few challenges and good practices for professional networking from both recruiters' and potential recruits' sides.

6.1 Networking challenges

Networking can be challenges in many ways. Personal characteristics can be a real challenge. For instance, introvert people often find it hard and draining to network. And prefer instead to be alone and have quality time doing what they like and do not enjoy knowing and meeting new people much and some even are afraid of it. It can also be time consuming. And can be a bad thing for someone's career to spend much time on social media. "Every minute you spend on social media is a minute lost on your career," author Richard St. John told CNBC. "One will make you money, the other won't."

Networking may be distracting in order for a professional to be engaged fully with his actual job. And makes a person not live in the present. Also, it contradicts with some peoples' values. Some believe that connections should be built on profit. And feel for them that it is a forced practice more than enjoyment.

For some recruiters, it feels like that they are in been sold to, "it's hard to actually find entrepreneurs where I believe we complement each other. Where and how do I find them? How can I quickly identify them? It feels like everybody is selling to me and my time would have been more productively spent by staying away from traditional networking events." Huib Maat, Director, Pairfum

6.2 Good practices

Networking can also be done through personal network by talking about a job to neighbors, to sports or charitable associations. To be informed of the dates of the events, it is helpful subscribe to the main newsletters of your profession, local newspapers, sector blogs, Influencer Twitters accounts, to groups on linkedin & Viadeo, at the events of your CCI, professional unions and associations, etc.

In parallel, Subjects should be prepared or examples or anecdotes to present a business, or a profession. For instance, explain via a story how you the current job was had, or an example of helping clients to develop their business.

2 to 4 times networking events per month could be enough. Indeed, by participating in more events people risk losing more time than developing their business, because they will often meet the same people or not generate enough business to compensate for the time invested. To build an effective network, a networker has to get out of his industry from time to time and meet new people.

Learning to use body language to convey a positive image. Avoiding negative gestures such as crossing your arms, looking at the ground, having a fleeting look, and having a smile. The body-language is a deal breaking factor in communication. Learning how to practice it ease the process of knowing new people.

Participating in a networking event without preparing brings a minimum risk of communication difficulties and also negatively impact the reputation. Before going to such meetings, it is necessary to find out about the other participants. A networker can orient his speech, personalize it, and better define his objectives. To prepare is also to think of bringing qualitative business cards, to plan the other communication supports (portfolio, virtual animations, etc.).

7 Discussion

Although a significant amount of the participants expressed that networking is the most reliable way for job seeking, only 14 out of 65 from the participants expressed satisfaction with their professional network and still have space of improvement in many areas. The lack of know how was expressed 18 times. The networking is an

effective tool in opening new opportunities for job seekers and workers looking to improve their professional life.

The university could be an important game changing factor. Course could be conducted in that area about professional socializing and networking, and creating workshops and seminars one a year for coaching students to prepare them to use this tool and know how to integrate better in the professional world, teach where to go, and skills required, and how to find networking venues, and how to sell themselves as a job seekers after graduation, because this factor can be crucial for someone competent and can make a change but lack those skills. Job seekers as well must empower that side and know people in the field in order to have more chances. The graduates must be aware that there is other factors besides normal knowledge got from courses. The hiring is changing constantly and adapting to the way to make a cv or how to pass interview or how to write a motivation letter are changing all time, In my opinion networking can work past all those steps and get the job seekers right to the spot where he can show competence instead of following lots of procedures that might not even get him to talk to a company representative. The method followed in the research was useful to the limit of a small sample. The results confirmed and went along with bigger studies and research conducted on a bigger scale. The phenomenon is interesting, and the sample taken did not go out of the ordinary, professional networking is a crucial tool in job hunting and improving the career, but it is not the only factor corresponding to the survey nor the literature.

assessment of research and results quality

The results got in this research were based on a data gathered through a survey that is relatively small comparing to the width of the subject studied. The sample was quite limited and did not have enough portions of demographic differences of respondents. For instance, more workers and unemployed respondents, could have made the results

more reliable. The quantitative data was more reliable as it is hard for researchers to get big number of recruiters to answer surveys, the people answered the recruiting parts were luckily known to the researcher through networking and gave enough time to discuss the matters and give clear answers to the questions. although, with the countries comparison it would have been better to get answers from companies with same size in the three different countries, to better compare networking reliability in hiring for firms that has same size of employees in same business domain in different countries. That was covered mainly in the literature review with research and available data on the large scale that supported the results in this research. Which again gives space for more research in that area with better sample and better-quality questions that will support or oppose the theory. More research can be done also in how the rate of success of hiring through networking? And is it ethical and fair to hire and pre-select through networking? those are questions came to mind when doing this research.

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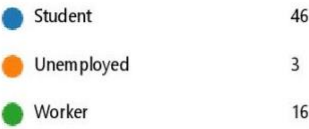
Appendices

Appendix 1. Job seekers' answers (1/3)

1. Gender



2. Status of employment



3. Country of residence

65
Responses

Latest Responses
"Finland"
"France "
"France"

Appendix 2. Job seekers' answers (2/3)

4. In which country you wish to get employed?

63
Responses

Latest Responses
"Finland"
"France "
"France"

5. What is your most reliable method to get a job?

● Online application	40
● Connections	15
● Digital Networking Application	10



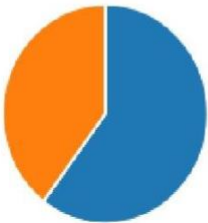
6. How do you prefer to professionally network

● Digitally	11
● Mostly digitally with some fac...	19
● Mostly face-to-face with some...	17
● Face-to-face	17



7. Have you ever had a job through networking (virtual or live connections)

● Yes	38
● No	25



Appendix 3. Job seekers' answers (3/3)

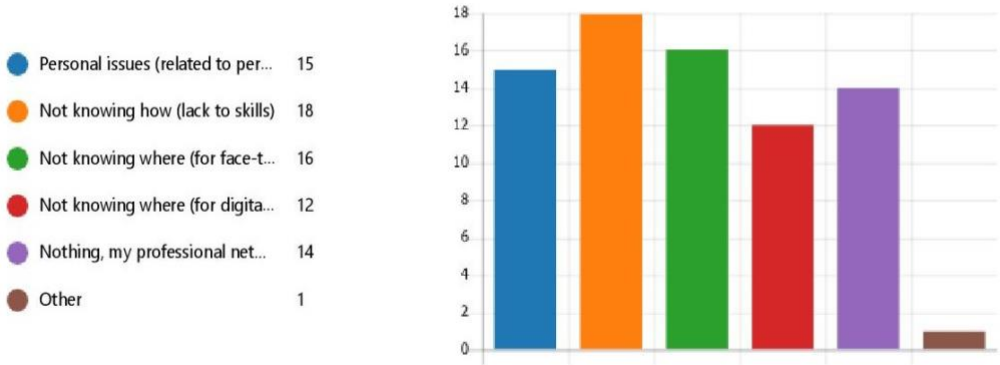
8. Rate how satisfied you are with the size your professional network



9. Rate how satisfied you are with the quality your professional network



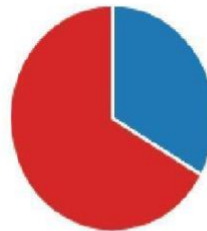
10. What prevents you from a better professional networking?



Appendix 4. Recruiters' answers (1/2)

1. Number of employees in the company you work at

0-10	1
10-50	0
50-150	0
More than 150	2



2. What is the estimation of positions offered in the last 3 years

3
Responses

Latest Responses

"11"

"50"

"9"

3. what is the estimated percentage of your employees who have got new positions through networking in the last 3 years (promotion and external hiring)?

3
Responses

Latest Responses

"7"

"3"

"2"

Appendix 5. Recruiters' answers (2/2)

4. In your opinion, what is the best way to know a person to hire meet your requirements?

3
Responses

Latest Responses
"Know him in a work field"
"Watch him work see his personality"
"interview and put in situation and work for an afternoon"

5. What is the common way used in your company to know a person is competent to have a position?

3
Responses

Latest Responses
"promotion"
"Past work experience"
"interview and put in situation and work for an afternoon"

6. What key behaviours and characteristics you are looking for in a potential recruit through networking? (choose 1 to 3 main options)

- Experience
- Personality
- Education
- Growth potential
- Motivation
- Other

2
2
1
2
2
0

